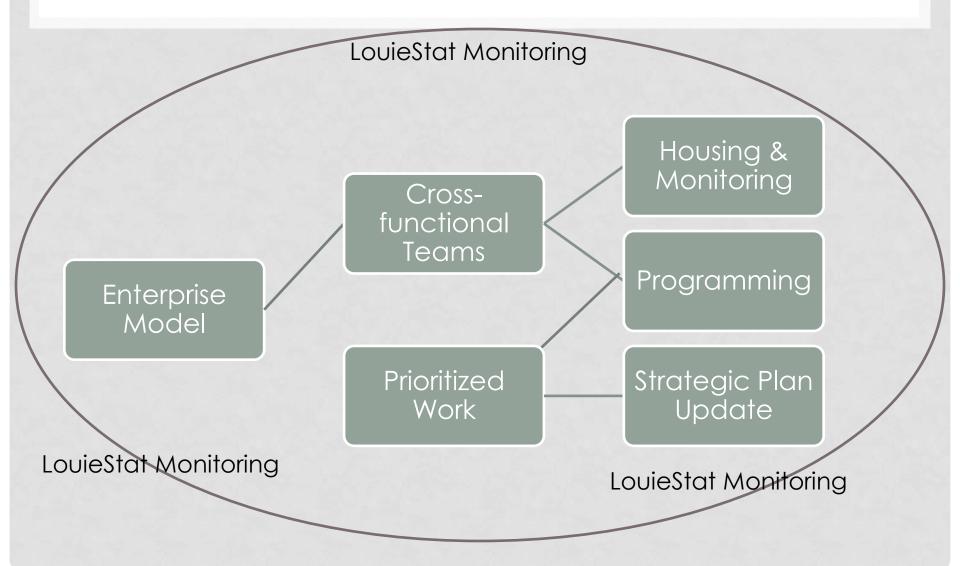
LIFE CYCLE OF YOUTH DETENTION SERVICE

CONTINUOUS IMPROVEMENT EFFORTS

YDS PERFORMANCE IMPROVEMENT MOVEMENT

PERFORMANCE IMPROVEMENT LIFE CYCLE HIERARCHY CHART



ENTERPRISE MODEL

YDS journey into continuous improvement kicked off with a series of **enterprise model** sessions with the department management staff.

Enterprise Model Elements:

- The Enterprise Model (EM) is a tool that aligns the why, how and what* of an organization and provides a roadmap to world-class performance:
 - Why does the organization exist Mission/ Customer Value Proposition
 - How does the organization work Critical processes and functions
 - What does the organization deliver Required outputs (goods or services)
- Throughout this 12 step process, you will identify and develop:
 - 1. Customer Value Proposition
 - 2. Critical Processes with Process Capabilities
 - 3. Functions and Functional Capabilities
 - 4. Required Outputs
 - 5. Gaps in Performance
 - 6. Action Plan
- The information contained within your EM should inform and be consistent with the goals of your strategic plan, KPIs tracked in LouieStat, and performance improvement projects executed by your department.

YDS ENTERPRISE MODEL

					Youth Detention Services Enterprise Model		
Function Process	Training/HR	Support	п	Community Based Services	Secure Detention		
Intake			С	A +	A+		
House and Monitor	С	С	С	A+	A+		
Court Process			С	A+	A+		
Programming	С	С	С	A+	A+		
Release			С	A+	A +		

YDS ENTERPRISE MODEL

	"Confidential"		Youth Detention Services is a world class agency that is accredited for it: secure detention series through ACA, with extended services in court process, APS (alternative placement services), and emergency shelters.			
Required Output	Existing Capability	World-class Capability	КРІ	Gsp Rating		
Appropriate Placement: Remain release assigned room; Assessed injury, single cell	Fit for detention, 100% verified legal source, search, property receipt, mental and medical profile, appropriate placement, 100% safety	Professionalism, 100% safety, maintain current status of 100% no illegal holds, and phone calls as needed, every resident seen by medical when they first enter rather than 24hrs later	How long it takes to process a youth, # of juveniles being override into detention, How many changes have to be made after initial juvenile placement, # of deferred admissions, How long does it take for the CDW to arrive, How much contraband makes it pass the intake process, length of wait time for CBS program placement (from	М		
Maintain a safe and secure environment	Use of technology and mon-power to maintain safety and security of residents at least 85% of the time.	Enhanced/expanded use of technology to maintain safety and security 100% of the time	People show up to work, work order repairs; assaults on resident-resident and resident-staff; substantiated resident grievances; confinement time; # of kids sent out to hospital; # kids in on warrants; # warrants not in file or system, # suicide attempts, accreditation standards, # of escapes from HIP, # of AWOLS from APS, # of CBS program violations			
Timely service of court paper work	Process serves 33% of all court documents issued each month (epo's, summons, subpoenas)	100% of all court documents issued are served within the alloted time span. Electronic input and tracking of all court process documents (inlouding e-warrents)	Service rate, # of bench warrants entered into the system, # of bench warrants executed/processed, # of bench warrants served	М		
Accountable; productive person in community; enhanced life skills; completion of program	The current level of program at YDS has major emphasis on education	Programs could be holistic in approach: educational; cognitive; behavioral; and transitional services.	Increased # of attained GED/high school diploma, # of credits earned, recidivism rates, reading and math scores through TAB testing, programming hours, volunteer hours, # of volunteer	Н		
Appropriate placement (DJJ, detention alternatives, home, etc.)	The process produces an appropriately placed resident 33% of the time	Appropriately place residents 100% of the time; needs assessment on every youth with transitional plan for release, with total	How long it takes to get released; Inappropriate releases; Time it takes to get equipment back, # of loss or stolen property inquiry (utilizing risk management), Amount	L		

CROSS-FUNCTIONAL TEAMS

Following the creation of our department *Enterprise Model*, two high gap areas were identified: Housing & Monitoring – Programming. These two *critical processes* evolved into two separate cross-functional teams, which would be utilized to drive the *root cause analysis* and *problem solving* work.

Supporting definition for continuous improvement work

Definition of 80-20 Rule (Joseph Juran):

A rule of thumb that states that 80% of outcomes can be attributed to 20% of the causes for a given event

*Also known as the "Pareto principle", the "principle of factor sparsity" and the "law of the vital few."

CROSS-FUNCTIONAL TEAM CHARTERS (HOUSING&MONITORING/PROGRAMMING)

YDS Team Charter Programming

Team Leader: Sytisha Claycomb

Executive Sponsor: Carla Kirby

Co Leader: Dwight Baldon

roblem Statement: 4 of 4 programs in Secure and 20 of 21 programs in APS (located inside the building) are not evidence based.

ioal Statement : Increase all programming to an evidence based measureable status

Current State

- Programming is mainly education focused, except for APS which also has a community service and social needs element baked into their programming
- Currently programming isn't measureable to see if the desired results are being achieved
- Programming is not consistent and lacks flow from one part of the building to the next: i.e. secure detention, to APS, to CBS.
- Programming around mental health services are uniformed across YDS, however, there is no tool to measure effectiveness of the providers as it relates to the youths mental state.

Proposed Approach

- Define evidence based youth programs
- Benchmark other high performing juvenile centers
- Collaborate with community partners and volunteers
- · Build a volunteer program orientation calendar,
- Train staff to conduct programming within and outside of the building
- Expense report for various programs

Desired Outcomes

- Provide youth with took for success
- Reach the Mayor's objectives of safe neighborhoods and deliver excellent city service, reduce crime and teach accountable and increase social skills

Metrics / Indicators of Success

- Pre/post tests (programming and staff performance reviews)
- Volunteer hours/ # of volunteer programs
- Recidivism stats (admissions data) potentially use JDAI data sub-committee
- # Program vs. activities
- Program hours

Focus on identifying evidence

1 hour a week over the next 8 weeks (time will change

Key decision makers Clarence Williams

Carla Kirby

Kev stakeholders Metro Government Louisville Communities

YDS Team Charter { Housing and Monitoring}

Team Leader: Sytisha Claycomb

Executive Sponsor: Cassandra Richardson

Co Leader: Romonte Dishman

roblem Statement: The current operational methods of YDS do not foster a safe and secure environment for juveniles and staff 100% of the time.

ioal Statement : YDS will develop operational methods that will create a safe and secure environment for juveniles & staff 100% of the time.

Current State

- Safety and security of workers in the field needs to be
- Utilization of staff (vacancies/FMLA/call offs/scheduling)isn't handled in a consistent manner
- Expectation of Youth Detention Services operational procedures need to be more clearly defined for internal and external partners
- Facilities Management and Building Maintenance (locks, plumbing, electronic security systems)
- Effective training is needed on current trends and it needs to be pertinent to all internal partners

Proposed Approach

- Define the Problem
- Collect Data
- · Validate that there is a problem, benchmark and determine targets
- Fill in the rest of PDCA Steps

Desired Outcomes

- Workers will feel safe in the field and inside the building: increased morale
- Decreased overtime; decreased call offs; more staff availability

- Decreased paperwork: faster dissemination of paperwork: enhanced communication and mor

Metrics / Indicators of Success

- · Reduction in fights, assaults, injuries, suicide attempts and lost time injury rate Reduction in number of hospital runs due to injuries from assaults and fights;
- Professional development training for staff that will increase knowledge and capabilities

Focus on housing and monitoring improvements: safety and security

Timing

Meet weekly over the next 16 weeks from 3-4:30pm

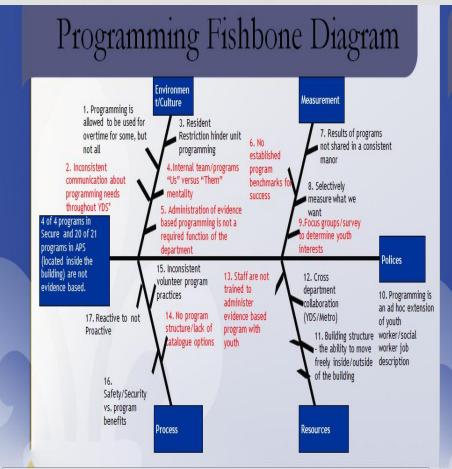
Key decision makers

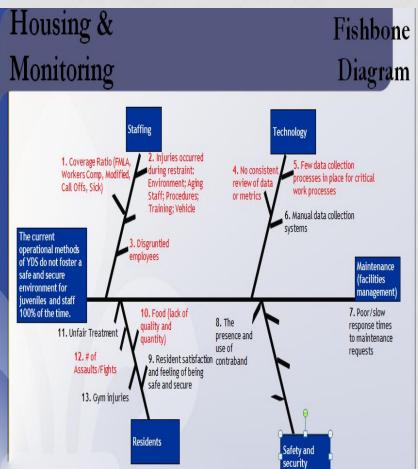
Clarence Williams Cassandra Richardson Romonte Dishman Sytisha Claycomb

Kev stakeholders

Metro Government (Facilities Management) Louisville Communities

CROSS-FUNCTIONAL TEAM FISHBONE (ROOT CAUSE) ANALYSIS





PRIORITIZED WORK

In an effort to fully align all of YDS performance improvement work, the solutions derived from the two cross-functional teams and the management team strategic planning retreat underwent a prioritization exercise.

*Thursday, July 31, 2014 YDS management went through a 3 hour *infinity grouping and prioritization exercise*, which helped determine if the initiatives identified could be accomplished within a 30-60-90 day, 6month-1year, or 1year+ time frame.

*Once all votes where calculated and the time frames agreed upon, a lead or leads was assigned to each initiative with the stipulation that work was authorized to be cascaded down to middle management and line staff.

CROSS-FUNCTIONAL TEAM/ STRATEGIC PLANNING MANAGEMENT RETREAT PRIORITIZED WORK

Lead	Description of Initiatives		Outcome		
Ledu	Description of initiatives	Short (30,60,90 Days)	Med (6months-1year)	Long (1year or more)	Outcome
Bell/Caldwell/Claycomb	Update the Youth Detention Services public website page	6	2		Short (30,60,90 Days)
Claycomb	Identify and update measures for Open Data Portal	7		1	Short (30,60,90 Days)
Claycomb	Transfer all YDS material to department SharePoint portal	5	2	1	Short (30,60,90 Days)
Williams	Develop quartely incentive program for department top performers	5	3		Short (30,60,90 Days)
Richardson	Develop consistent practices around sick abuse policy	9			Short (30,60,90 Days)
Rattler	Enhance staff professional development training opportunities	1	3	5	Long (1year or more)
Richardson/Mitchell	Develop a Super Honors Unit	2	4	1	Med (6months-1year)
Deron.B	Ensure Kitchen is in audit ready condition all year round	6	1	. 2	Short (30,60,90 Days)
Kirby/Claycomb/Hicks/Sparks	Identify and develop community based partnerships with youth serving agencies		9	1	Med (6months-1year)
D.W/Kirby/Claycomb	Identify and implement evidence based programming in Louisville Metro Youth Detention Services			7	Long (1year or more)
Deron.B/Collins	Enhance volunteer program capacity	1	5	3	Med (6months-1year)
Hicks	Integrate a mandatory service component into all Community Based Service (CBS) programs	1	3	4	Long (1year or more)
Claycomb	Enhance communication throughout LMYDS concerning programming	3	6	1	Med (6months-1year)
Trainer	Develop a youth needs assessment	3	3	3	Short (30,60,90 Days)
Lynum	OSHA safety committee	6	1		Short (30,60,90 Days)
Trainer/Dishman	Increased Early Intervention Strategies	2	1	4	Long (1year or more)
Dishman	Create standardize procedures for tracking critical safety issues	1	3	3	Med (6months-1year)
Williams/Caldwell	Upgrade monitoring system	1	4	4	Long (1year or more)
Williams/Caldwell	Upgrade room doors (locks, glass, etc.)	2	2	3	Long (1year or more)
Lynum	Enhance hiring process	3	1	. 2	Short (30,60,90 Days)
Williams	Add additional time clock locations	4	2	1	Short (30,60,90 Days)
Fourte	Creative scheduling	1	2	4	Long (1year or more)
Williams/Collins/Richardson/Trainer	Cross training	1	1	6	Long (1year or more)
Sharp	Annually train staff, volunteers and contractors on PREA standards	3	1		Short (30,60,90 Days)
Sharp	Create and implement PREA education for juveniles	2	6	j	Med (6months-1year)
Sharp	Create and implement Vulnerability Assessment	3	6	1	Med (6months-1year)
Sharp/Caldwell	Include PREA information in XJAII system	2	6	1	Med (6months-1year)
Lynum/Sharp	Work with LMYDS HR representative to revamp procedures/forms/policy for				Short (20 E0 90 Dave)

STRATEGIC PLAN

Now that YDS has undergone all elements of the Louisville Metro Government continuous improvement cycle, the work we have prioritized moving forward contains elements that are Smart, <u>Measureable</u>, Realistic, Attainable, and Time-bound (SMART).

YDS will always strive to become the best-run detention center, and with the help of the Mayor, Senior Staff, Louisville Metro Government Departments, and Community Partners, we will get there!!!!!!!!!

YDS STRATEGIC PLAN

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MAYOR/DEPARTMENT GOAL ALIGNMENT CHART

			5 Object	tives & 21 Goals	3		
	Metro Objectives		Metro Goals	Owner for Reporting Out	Owner for Reporting Out Lead Contributors Su		Description of Initiatives FY15
0				Vanessa Burns (Doug Hamilton) Public Works & Assets	LMYDS	*Develop and implement evidence based programming for YDS continuum that leads to better youth outcomes	Compile all grievance forms, confinment, assualts (staff and youth), racial data, recidivism into one location
		ı		Dr. Richmond (Doug Hamilton) Emergency Medical Services		Track and monitor success of programs through use of pre/post test for residents and revised performance evaluations	Install new and fully operational information system by end of FY14
	Deliver Excellent City Services	3	Reduce crime	Steve Conrad (Ellen Hesen) LMPD		*Decrease recidivism rates- create standard tracking system to create baseline for FY14 then set a decreasing goal annually starting in FY15	Establish reporting needs
\sim				Beth Niblock (Ellen Hesen) MTS			Train all staff in new system
R				Gregory Frederick (Doug Hamilton) Fire			Installation of wifi through the building
	Solve Systemic Budget Issues	6	Balance Budget		LMYDS	* Reduce overtime by 20% byend FY14	Purchase notebooks for staff for field use
ME						 Develop and implement cross- training 	Establish a pick up order review process with the County Attorney's Office
				Steve Rowland OMB		 Create standardize tracking and monitoring system to go paperless 	Work with CDW's office and DJJ to ensure that recalls have been issued properly and information about closed cases are given to court process.
						*Reduce OT hours by 20% by end of FY14	
							Annual training for all adults who may have contact with the juveniles
		8	Increase college graduation rates	Ted Smith Economic Growth & Innovation		"Increase # of GED and high school graduation rates in collaboration with JCPS	Initial training for all juveniles at intake and more thorough training within 10 days of admission
	3 Take job creation to			Tony Peyton Strategic Initiatives Dept	LMYDS	"Develop a post-secondary education program and identify funding stream for incarcerated youth	Implement a system to ensure that all staff have a background check and a child abuse registry check conducted before hiring and at least every 5 years after
	the next level			Ted Smith Economic Growth & Innovation Ted Smith			Install more video cameras throughout the facility to ensure coverage of all areas and to eliminate blind
				Economic Growth & Innovation			5 1 1